

July 1, 2019

Joe,

My role as your Chief of Staff this past year has been confusing, frustrating and disturbing. Although there's no comprehensive job description that would describe or encompass all the duties and responsibilities for Chief of Staff positions, there are some tasks that are universally acknowledged as primary job functions. I've listed below some of these primary job functions coupled with examples of the challenges I've faced in my efforts to fulfill them.

- To serve as an advisor in areas where the Chief of Staff has an expertise.
- To create and maintain relationships to enable and/or enhance initiatives.
- To assume day-to-day responsibility for projects and tasks.
- To assist with the hiring of key personnel.

**To serve as an advisor in areas where the Chief of Staff has an expertise:**

Immediately after adjourning the Bayfront Park Trust meeting on April 23, 2019, you instructed newly-promoted Director Jose Solano to cancel the security guard services at Museum Park. Mr. Solano was quick to agree with your assessment that no security was needed at that park because it "only contained buildings".

At that time, I opined that not only should security remain at the park but that we could probably bolster existing security at both parks at no cost.

Not only did you not take the time to listen to my logic and proposal but you abruptly ended the discussion by citing your experience in law enforcement.

Let me remind you that I have 37 years of law enforcement experience and was one of the first in Florida to earn the designation of "Crime Prevention Practitioner". As a lieutenant I was in command of Miami's Crime Prevention Unit. Throughout my law enforcement career, I taught crime prevention classes, interviewed victims of crime and personally interrogated or sat in on hundreds of criminal interrogations and am considered a Subject Matter Expert in this area.

Your decision to remove security was, in my opinion, a potentially dangerous one. Your reluctance to listen to different viewpoints in this regard was both perplexing and disappointing. Not being able to weigh in and offer my views on this issue, where I clearly have an expertise, eliminates one of the key duties and responsibilities that the Chief of Staff position calls for.

**To create and maintain relationships to enable and/or enhance district initiatives:**

As I pointed out previously, I've witnessed your profanity laden rants when I've greeted people in the District 3 office who, for whatever reason, were not welcome there. One was a city department director and the other individual was a representative of the Miami Marlins. I continued to work closely with these individuals but made it a point to meet at a location other than our city hall office in order to avoid the unpleasantness that I've had to endure in the past. I also do my best to keep up with your "persona non grata" list.

**To assume day-to-day responsibility for projects and tasks:**

If you recall, in June of 2018, I designated Mr. Anthony Barcena, Deputy Chief of Staff, to assume the duties as Office Manager and hold weekly office meetings.

The purpose of these meetings was to allocate assignments, ensure activities were coordinated and to keep everyone informed of pertinent issues.

It was also agreed that as office manager Mr. Barcena would give guidance and direction and if necessary, initiate any corrective actions regarding office personnel. It was relayed to you at that time that any issues or concerns you had with office procedure or personnel was to be relayed to Mr. Barcena or myself for resolution.

However, this system never functioned as intended. I attribute this to your reluctance to give these meetings and the structured office operation the support and priority needed from the top. In addition, your reprimanding or scolding of office employees in public undermined the authority of senior staff personnel and further diminished efforts to operate in a structured manner.

**To assist with the hiring of key personnel:**

I mentioned in a previous letter to you the importance of using relevant criteria when interviewing potential employees, as well as the importance informing applicants of conditions of employment before making a job offer. It's probably best that I've not been included in the recent interviews that you held as I would not feel comfortable participating in a process that did not include these essential components.

I hope that I've made it clear that absent cooperation and support from the top achieving favorable results in any of the areas I've listed becomes more than challenging. I'm also hopeful that you realize that the unwelcome obstacles that

you regularly put in my path hampered me in my role as Chief of Staff and arguably at times did a disservice to those people living and working in the district.

The one area that I received your wholehearted support was in the area of researching properties owned by William Fuller. If you recall you mandated on Friday afternoon, April 19th, 2019, that I review a list of several of his properties and examine the various applications, permits and licenses associated with them over the weekend. You suggested that I, as well as Jose Suarez, come over to your home on Saturday to accomplish this work. I advised that I could accomplish this work from my own home and spent time on Friday evening, part of the day on Saturday and Sunday reviewing several Fuller properties. This is just one of numerous occasions that you notified me on a Friday that you required me to put in additional work hours on the weekend. I'm not comfortable doing this type of research for a variety of reasons but find that I am being assigned more of this type of work focusing on this one individual.

It's obvious that we have different views on the Chief of Staff duties. In that regard I will be presenting you with a new role where I believe I can have a greater impact on the residents, better utilize my skill sets, work closer with community members and avoid much of the unpleasantness that I was exposed to in the past.

Richie